

**Master of Managing Digital Transformation in the Health Sector
[2023-2026]**



**Monitoring and Evaluation
Inception Report**

MUNDI CONSULTING
RH2229

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I. INTRODUCTION

This document is part of the project **ManagiDiTH – Master’s Degree of Managing Digital Transformation in the Health Sector** to be carried out by ISCTE in partnership with the entities ISCTE, LAUREA, AUTH, UGE, IT, All SMEs; Living Labs, Health Cluster, Patient Associations.

The project aims at designing and implementing a Master programme in digital technologies for the health sector for 240 students.

This programme will be implemented in a blended model and will be executed simultaneously by the 4 universities involved.

Mundi Consulting is the entity which will monitor and evaluate the whole project during the project’s implementation.

In this document, we systematize a methodological proposal to assess the project in its different phases.

We intend to present in detail the evaluation model, the methodology, the activities, the timeline and deliveries for each evaluation stage.

This document will also serve as a control and management tool for evaluation activities for all stakeholders involved in the project.

II. EXECUTIVE SUMMARY

The **ManagiDiTH – Master’s Degree of Managing Digital Transformation in the Health Sector** was the result of an application to the Digital Europe Programme from, EU Grant, submitted by ISCTE - IUL in 2023 in partnership with a consortium made of three other universities, as LAUREA (Finland), Aristotle University (Greece) and AUTH -UEIF (France).

The consortium has also non-academic entities as, Clinic power, Whymob and Mundi Consulting involved in the project.

The project aims to design the programme and contents of the Master and implement it within 60 students in each of the universities involved, reaching a total of 240 students over the 4 years of the project.

The main goal of the project is to qualify students to be able to plan and support the digitalization of Health services implementing new procedures and services supported by Information and communication technologies, ensuring the interoperability and operation of technological equipment in health organisations.

It is expected to have 2 editions of classes (with 30 students per edition), where the first edition will start in the first semester of 2024 and run up to 2025 and the second edition will start in the second semester of 2024 and run up to 2026.

In terms of activities, the project is organised into eight work packages, which are the responsibility of each of the partner entities:

WP 1 - which aims at Master Programme Design – ISCTE University

WP2 - focusing on online training design – AUTH University

WP3 - which is aimed at Co-design and capacity building – LAUREA University

WP4 - which is aimed at the implementation of the Master Programme – UEIF University

WP5 - aimed at interaction with the research and health industry sectors – IT company Whymob

WP6 - Evaluation and Monitoring – Mundi Consulting

WP7 - Project management and coordination – ISCTE University

WP8 – Communication, Dissemination and Exploitation - LAUREA University

III. OBJECTIVES AND OUTCOMES OF THE MONITORING AND EVALUATION

Overall, this assignment has the purpose to monitor and evaluate the Master of Managing Digital Transformation in the Health Sector project, namely by achieving the following:

1. Designing and validating the evaluation model and defining the whole evaluation process along the project timeline;
2. Developing on-going evaluation of the project;
3. Assessing the evaluation of results obtained at the end of the project;
4. Assess the project's impact, specifically with its key stakeholders and with the direct beneficiaries of the project.

The M&E is organized into four blocks which have the following specific evaluation objectives:

1. Monitoring & Evaluation Design

- To designing and plan the Evaluation and Monitoring plan and activities;
- To Validating the M&E plan with protect members;
- To support capacity building of the actors involved in project implementation and monitor and evaluate the project's results during its implementation

2. Ongoing evaluation:

- To know the state of development of the project, according to its implementation plan.

- To evaluate implementation of the project verifying the suitability of strategies, compliance with timetable and execution, targets foreseen.
- To produce recommendations to support the project management and implementation

3. Results Evaluation:

- To evaluate the fulfillment of the goals foreseen in the Master`s course according to initial planning;
- To assess the satisfaction of the different stakeholders involved in the project;
- To contribute to the improvement of the project, through the lessons learnt on teaching activities, on methodologies and on the results that are known throughout the project regarding the project implementation.

4. Impact Evaluation:

- To analyze the impact of the training programme in terms of the students`pathway after completing the course;
- Analyze the direct / indirect effects in terms of the digital transformation within the health sector entities.

IV. EVALUATION METHODOLOGY

Our Approach

The approach that underlies this intervention has for fundamental characteristics:

- ✓ It should be an instrument to support change;
- ✓ It has a specific purpose;
- ✓ It should achieve results
- ✓ It should use a variety of means

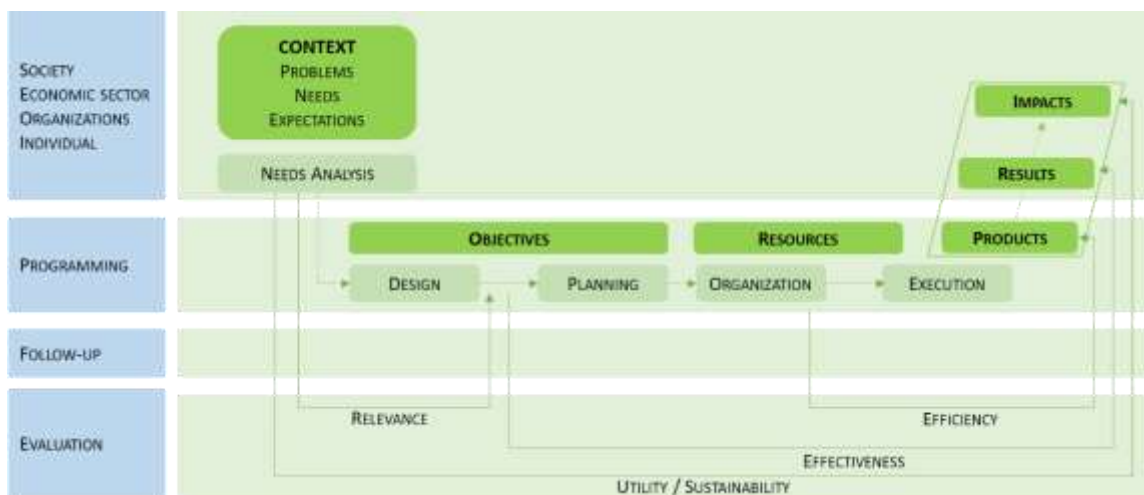
In this approach we are assuming that the activities planned at the beginning of the project, with the respective actions, deadlines and responsibilities are the starting point of the evaluation methodology.

The assignment will make detailed recommendations on:

- the work plan for the remaining period of the project, considering ongoing evaluation process, which will provide an opportunity to assess signs of the project success or failure and prompt necessary adjustments;
- evaluation of the progress in project implementation, measured against planned outputs set forth in the Project Application in accordance with rational budget allocation and the assessment of features related to the process involved in achieving those outputs, as well as the initial and potential impacts of the project.
- underline causes and issues contribution to targets not adequately achieved.
- evidence based information that is credible, reliable and useful, through a participatory and consultative approach ensuring close engagement with the key stakeholders.

The evaluation will also identify lessons learnt and best practices from the project which could be applied to future and other on-going projects.

Fig 1. Evaluation Model



Globally the process allows, besides the analysis of the results achieved, to analyse the training interventions in the dimensions of relevance, effectiveness, efficiency and usefulness/sustainability.

The key concepts are as follows:

- › **Relevance:** Refers to the appropriateness of the explicit objectives to the change needs initially defined.
- › **Effectiveness:** aims to determine whether the formulated objectives have been achieved, what successes and difficulties have been observed and the adequacy of the formulation of the expected results and related activities.
- › **Efficiency:** This is determined by taking into account the products and results achieved in relation to the resources mobilized. It is equivalent to the terms "saving resources" or "minimizing costs".
- › **Utility:** Looks at the impacts obtained by development interventions in relation to socio-economic needs at the level of analysis of national strategies and policies in terms of economic and social development.
- › **Sustainability:** Determined by taking into account the durability of results and impacts in promoting the desired changes.

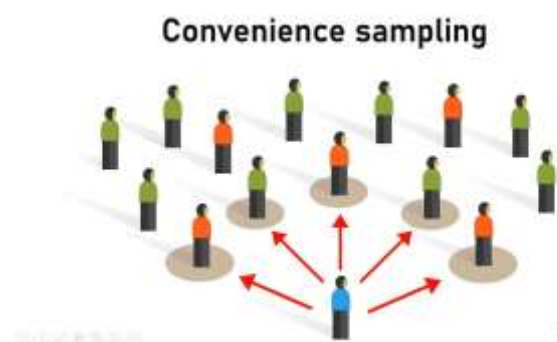
Key questions to Evaluate under the present assignment:

ITEMS	KEY QUESTIONS
RELEVANCE	<ul style="list-style-type: none"> › Does the intervention constitute an adequate response to the current needs of the target groups / end beneficiaries? › Is Implementing Partner methodology adequate? › Do all key stakeholders demonstrate effective commitment to the objectives of the intervention? › To what extent does the intervention, as currently designed and implemented, take into account past experiences in the sector or not?
EFFICIENCY	<ul style="list-style-type: none"> › Are the inputs / resources (financial, material, human) provided by the various stakeholders (still) adequate for achieving the planned results? › Is Spending aligned with the planned budget? › Are there generally deviations from the programmed schedule? › What causes explain the deviations? › How were resources used to achieve the results?
EFFECTIVENESS	<ul style="list-style-type: none"> › Extent to which outputs are achieving quality? › Are the expected outcomes likely to be achieved? › Did the Master deliver outputs and outcomes in an efficient way?

	<ul style="list-style-type: none"> › Has the financing been adequate to the real needs of the project execution? › What contents could have been innocuous for the achievement of the results?
SUSTAINABILITY	<ul style="list-style-type: none"> › Are key stakeholders attaining the necessary capacities (incl. institutional, human and financial) to ensure the continued flow of benefits/services? › Has the private sector been sufficiently involved with a view to contribute to the sustainability of the intervention? › What is the contribution of this intervention to achieving gender equality? › Is there an exit plan to ensure the maintenance of the effects achieved? › What have been the main contributions of the training actions in terms of impact and sustainability of their interventions with stakeholders? › And what have been the main limitations?
IMPACT	<ul style="list-style-type: none"> › To what extent the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?

V. SAMPLE, METHOD AND INSTRUMENTS

5.1. Sample



Considering the target population of the project, we propose the use of a Non-probability sampling in which the sample is chosen from the universe of participants in the various ongoing masters.

Convenience sampling is a simple and easy way to get information. People are often readily approachable to be a part of the sample (namely a diversified sample of students, teachers, partners, other key actors, and project managers) will be included in order to represent the population of the programme.

The sample size shall be discussed depending on the number of admissions of students per university.

A Convenience sample has advantages regarding cost-effectiveness criteria as well as considered a time-efficient methodology.

5.2. Method and Instruments

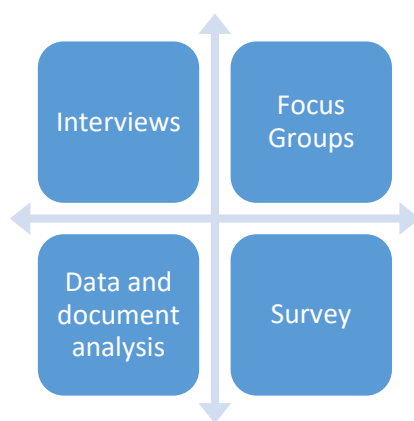
Although we propose that the evaluation is centred on the main beneficiaries of the training (Master students), however, we intend to also involve in the evaluation process, other stakeholders who are involved in the program, such as

- › Teachers
- › Non-teaching teams
- › Management and support staff.

Monitoring and evaluation (M&E) is a combination of data collection and analysis (monitoring) and assessing to what extent a program or intervention has, or has not, met its objectives (evaluation). M&E can generate more buy-in and trust in the programme's commitment to the mission. It helps if there is an apparent effort to not only assess progress but use that assessment to get better at delivering impact.

The methodological approach will use mixed methods approach, meaning quantitative and qualitative methodology. The Methodological approach will minimize threats to validity and ensure reliability and credibility of the evaluation.

We propose to use the following research techniques and instruments which will be applied in different evaluation moments.



Survey

Will result in the application of satisfaction questionnaires built from the evaluative dimensions of the program (objectives, contents, methodologies, outputs, teachers, calendars...).

The survey questionnaires will be launched via an online platform, on a regular basis (e.g. every 6 months) in order to progressively assess the program, curricular units, methodologies, results, etc. The survey will be applied globally to all participants.

It is also intended to cover a similar questionnaire to teachers who are directly involved in the program. The application methodology will also be identical to that of the students.

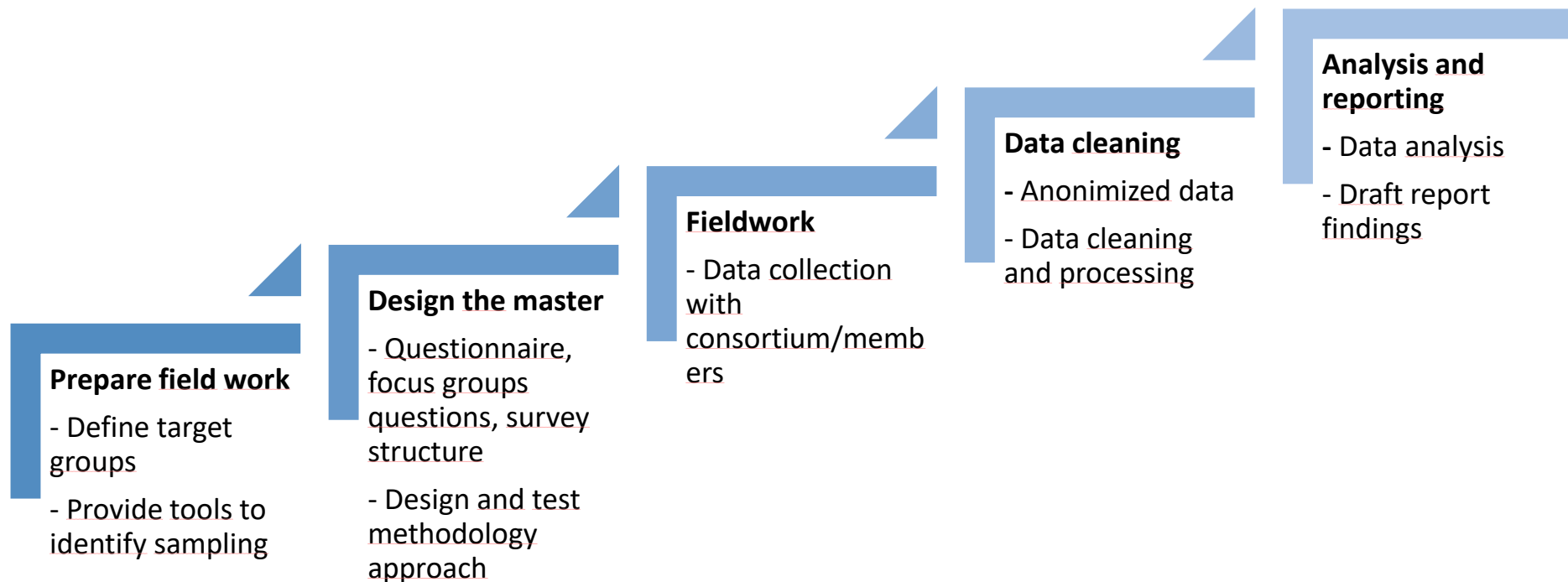
Interviews

The interviews will be carried out by sampling to students and teachers. They will be applied at the beginning of the program, during the program and at the end of the program. They will aim to assess the key issues mentioned above, deepening some issues triggered from the verification of data and even surveys.

Focus groups

They will be a complementary method of analysis and deepening of the themes. Participants will be identified from the various universities who will virtually participate in focus group meetings with the aim of sharing perspectives on the topics launched for discussion.

VI. DATA COLLECTION



Data triangulation of multiple sources will enhance a level of credibility and validity, reducing bias.

VII. EVALUATION MATRIX

The Evaluation questions are supported by indicators, data collection methods, key data sources and sampling methods.

Evaluation criteria	Evaluation question	Indicators	Target value	Current value (2024/2025/2026/2027)	Data collection methods	Data Source	Sampling/Informants
Relevance	Extent to which consortium partners identify improvement of digital transformation processes within the health sector ?	Number of digital transformation processes within the health sector in consortium partners institutions	?		Survey Key informant interviews	ISCTE and consortium partners	Students; teachers; management and support staff
Effectiveness	The master's programme delivers a pedagogic and scientific curriculum, useful for the students?	Number of students who successful concluded the programme masters/per year/per country (disaggregated by sex) Or Degree of innovation delivered by the masters programme regarding digital technology within health sector	960 Or Fully*		Survey Focus Groups Key informant interviews	ISCTE and consortium partners	Students; teachers; management and support staff

Efficiency	Is the programme implementation running according to the activity's plan per work packages?	Number of activities implemented per work packages	34		Survey Focus Groups	ISCTE and consortium partners	
Sustainability	Extent to which consortium partners are skilled to implement digital transformation processes within the health sector in their institutions?	Number of digital transformation processes within the health sector per country Or Digital transformation plan execution level per country	?		Survey Key informant interviews	ISCTE and consortium partners	
Impact	How many Masters Programme students are working within the health digital transformation market ?	Number of job-placements/internships carried out by students	80% (30% consortium organizations and 50% External organizations)		Survey Key informant interviews	ISCTE and consortium partners	Students; teachers; management and support staff

*1 -not at all, 2- To a limited degree, 3- To a medium degree, 4 To a significant degree, 5- fully

VIII. WORK PLAN

M&E plan design	Detail of tasks	Timeframe
<p>Designing and planning the Evaluation and Monitoring plan and activities.</p> <p>The M&E plan aims to support capacity building of the actors involved in project implementation and monitor and evaluate the project's results during its implementation.</p> <p>Involves: MUNDI (M&E) ISCTE (coordinators) LAUREA, AUTH, UGE, IT, All SMEs Living Labs, Health Cluster, Patient Associations</p>	<p>1. Define specific objectives and KPI of the monitoring, and evaluation system according to the expected results</p>	<p>FROM: Q1 2023 TO: Q2 2023</p>
	<p>2. Plan and design the M&E system</p>	
	<p>3. Prepare instruments to collect information</p>	
	<p>4. Prepare tools and digital/technological support for evaluation development activities</p>	
	<p>5. Communicate the planned evaluation system to the different project stakeholders (<i>involved entities, teachers, students and others</i>)</p>	
	<p>Mundi Consulting</p> <p>1- Objectives and KPI 2- M&E Plan 3- Evaluation Instruments and tools 4- Communication plan 5- Deliverable 6.1</p>	<p>Q3 2023</p>

Ongoing Process of Evaluation	Detail of tasks	Timeframe
<p>Evaluate implementation of the project verifying the suitability of strategies, compliance with timetable and execution, targets foreseen.</p> <p>Producing recommendations to support the project management and implementation</p> <p>Involves: MUNDI (M&E) ISCTE (coordinators) LAUREA, AUTH, UGE, IT, All SMEs Living Labs, Health Cluster, Patient Associations</p>	1. Verification of compliance with quality criteria in the products developed	<p>FROM: Q1 2023 TO: Q4 2025</p>
	2. Conducting interviews to students in the 1 ^s edition program	
	3. Release focus groups with stakeholders in the 1 ^s edition program	
	4. Release surveys to students at the end of each academic semester in the 1 ^s edition program	
	5. Assess students and teachers in each curricular unit in the 1 ^s edition Master program	
	6. Analyze data and produce interim report : deliverable 2	
	7. Present and discuss results and include final suggestions on deliverable 2	
	8. Release interviews, surveys and assessment to students and teachers of the second edition Master program	
	9. Analyse data and produce interim report : deliverable 3 (of the second edition Master program)	
	10. Analyse data and produce final report of the whole 1 st edition Master program – Deliverable 4	
	11. Present and discuss results make suggestions recommendations	
	<p>Mundi Consulting Interim Reports: Deliverable - Report of the first semester of the 1st edition of the master program</p>	<p>Q3 2024</p>

	Deliverable 6.2 - (Report of first semester of the 2nd edition of the master program) Deliverable Final report of the 1st edition of the master program	Q2 2025 Q4 2025
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Final Outcome Assessment	Details of tasks	Timeframe
Evaluation of the fulfillment of the goals foreseen in the Master`s course and satisfaction of the different stakeholders involved in the project with the results achieved Involves: MUNDI (M&E) ISCTE (coordinators) LAUREA, AUTH, UGE, IT, All SMEs Living Labs, Health Cluster, Patient Associations	1. Collect data	FROM: Q1 2026 TO: Q2 2026
	2. Analyze the project according to the defined criteria (relevance, efficiency, effectiveness, impact, sustainability or other criteria defined)	
	3. Prepare report	
	4. Identify the lessons learned and produce recommendations	
	5. Present and discuss report`s conclusions	
	Mundi Consulting Deliverable 6.3 (Final outcome report)	Q3 2026

Impact Evaluation	Details of tasks	Timeframe
<p>Analyze the impact of the training programme including student's pathway after completing the course and the results achieved in terms of the digital transformation of the health sector.</p> <p>Involves: MUNDI (M&E) ISCTE (coordinators) LAUREA, AUTH, UGE, IT, All SMEs Living Labs, Health Cluster, Patient Associations</p>	1. Selection of the impact assessment method for verifying changes within the health sector	<p>FROM: Q3 2026 TO: Q4 2026</p>
	2. Definition of the instruments	
	3. Elaboration of the research strategy	
	4. Data collection	
	5. Data analysis and production of a report	
	6. Presentation and discussion of the project's results	
	<p>Mundi Consulting Deliverable - Impact report</p>	<p>Q4 2026</p>

IX. PARTNERS ROLES AND CONTRIBUTIONS WITHIN THE M&E

Tasks	M&E plan design	Ongoing process of evaluation	Final outcome assessment	Impact evaluation
Mundi Consulting	<ul style="list-style-type: none"> • Definition of the methodology for monitoring and evaluation • Draw up a time-bound action plan with specific activities to be carried out per partner • Present and validate the methodology and plan with the consortium members <p>Elaborate M&E evaluation report</p>	<ul style="list-style-type: none"> • Responsible for developing instructions and supporting the implementation of the instruments within the consortium members and their stakeholders • Elaborate 3 interim reports for the 2 edition of the Master`s class • Present and make recommendations in the evaluation meeting 	<ul style="list-style-type: none"> • Collect information regarding the final outcomes defined • Analyse information and data and produce an assessment report • Present and make recommendations in the evaluation meeting 	<ul style="list-style-type: none"> • Define the strategy, methodology and research methods and stimulate the collection process among the project's internal/external stakeholders • Analyze data and produce the impact report • Present and discuss the results of the report
ISCTE	<ul style="list-style-type: none"> • Validate the methodological proposal • Participate in the validation activities of the action plan with the consortium members 	<ul style="list-style-type: none"> • Accompany and stimulate the collection process with consortium members and • Participate in the data collection according to the plan established for ISCTE 	<ul style="list-style-type: none"> • Accompany and stimulate the collection process with consortium members and • Participate in the data collection according to the plan established for ISCTE 	<ul style="list-style-type: none"> • Support in identifying the stakeholders to be involved in the study and who are part of the health ecosystem • Support the collection process • Participate in the evaluation meetings

		Participate in meetings to present the evaluation results	<ul style="list-style-type: none"> Participate in meetings to discuss the evaluation results 	
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Tasks	M&E plan design	On going process of evaluation	Final outcome assessment	Impact evaluation
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<p>LAUREA AUTH</p>	<ul style="list-style-type: none"> • Participate in the validation activities of the action plan with the consortium members 	<ul style="list-style-type: none"> • Participate in the data collection according to the plan established for the University 	<ul style="list-style-type: none"> • Participate in the data collection according to the plan established for the University 	<ul style="list-style-type: none"> • Support in identifying the stakeholders to be involved in the study and who are part of the health ecosystem • Support the collection process • Participate in the evaluation meetings
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X. METHODOLOGICAL ANALYSES

A data analysis plan will be drafted by Mundi Consulting team. This process entails field editing, transcribing, coding, data entry and tabulation and data cleaning.

Data analysis will be held following the data collection with the target groups or key informants already mentioned previously.

Field editing involves systematically reviewing field notes; transcripts from focus group discussions, in-depth interviews and observations and questionnaires.

Nowadays there are several software tools that support data analysis such as: impact cloud, for example that enables practitioners to house and manage data, conduct analyses, specially quantitative data. Or basic spreadsheet programs may be sufficient for smaller data sets. Yet we will have to determine the sample size in order to choose the software to entry data. Data cleaning will be held in order for checking for and correcting errors in data entry.

XI. REPORT DELIVERABLES SCHEDULE

Monitoring and Evaluation Delivery Plan																
PHASE 1 – M&E PLAN DESIGN	Calendar/ Months/ 2023				Calendar/ Months/ 2024				Calendar/ Months/ 2025				Calendar/ Months/ 2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Deliverable 6.1: M&E Plan	█	█	█	█												
Evaluation tools and instruments setting		█	█	█												
PHASE 2 – ON GOING EVALUATION PROCESS																
1st Edition interim progress evaluation report (Mundi Consulting)					█	█	█	█	█	█	█	█				
Deliverable 6.2: 2nd Edition progress report																
Final evaluation report of the 1st edition (Mundi Consulting)													█	█	█	█
PHASE 3 - FINAL OUTCOME EVALUATION																
Deliverable 6.3: Final Outcome evaluation report													█	█	█	█
PHASE 4 - IMPACT EVALUATION																
Final Impact report (Mundi Consulting)															█	█

Evaluation performance	█
Report delivery	█

XII. OVERALL EVALUATION SCHEDULE

Overall Evaluation Plan Calendar																
PHASE 1 – M&E PLAN DESIGN	2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Define specific objectives and KPI of the monitoring, and evaluation system according to the expected results	█	█														
2. Plan and design the M&E system Deliverable 6.1	█	█	█													
3. Prepare instruments to collect information			█	█												
4. Prepare tools and digital/technological support for evaluation development activities			█	█												
5. Communicate the planned evaluation system to the different project stakeholders			█	█												
PHASE 2 – ON GOING EVALUATION PROCESS																
1. Verification of compliance with quality criteria in the products developed					█	█	█	█								
2. Conducting interviews to students in the 1 st edition program					█	█	█	█								
3. Release focus groups with stakeholders in the 1 st edition program					█	█	█	█								
4. Release surveys to students at the end of each academic semester in the 1 st edition					█	█	█	█								
5. Assess students and teachers in each curricular unit in the 1 st edition Master program					█	█	█	█								
6. Analyze data and produce interim report : Deliverable 6.2								█								
7. Present and discuss results and include final suggestions on deliverable 2								█								
8. Release interviews, surveys and assessment to 2nd edition								█	█	█	█	█				
9. Analyse data and produce interim report : Deliverable 3 (2nd edition)								█	█	█	█	█				
10. Analyse data and produce final report of the whole 1 st edition – Deliverable 4												█	█	█	█	█
11. Present and discuss results and improvement suggestions recommendations													█	█	█	█
PHASE 3 - FINAL OUTCOME EVALUATION																
1. Collect data																
2. Analyze the project according to the defined criteria													█	█	█	█
3. Prepare report																
4. Identify the lessons learned and produce recommendations																
5. Present and discuss report's conclusions Deliverable 6.3																█
PHASE 4 - IMPACT EVALUATION																
1. Selection of the impact assessment method for verifying changes in health sector																
2. Definition of the instruments																
3. Elaboration of the research strategy																
4. Data collection																
5. Data analysis and production of a report																
6. Presentation and discussion of the project's results																█

Evaluation performance
Report delivery



XIII. ETHICAL CONSIDERATIONS

According to the Grant Assessment document, program activities that may raise ethical issues, must comply with:

-Ethical principles;

-Applicable European Union (EU), international and national law, including the EU Charter of Fundamental Rights and the European Convention for the Protection of Human Rights and Fundamental Freedoms and its Supplementary Protocols.

The programme beneficiaries must pay particular attention to :



Compliance with these principles that may arise in the course of the monitoring and evaluation process, shall be monitored and managed during the programme implementation.

If any additional ethical issues arise during the implementation of the evaluation, these will be recorded and managed in consultation with Mundi Consulting.

XIV. RISKS AND ASSUMPTIONS

Risk Management is a vital part of technical assistance programs. It is important that all stakeholders, consortium members, have a clear understanding of the proposed work program, expected results and impacts from the beginning. Planning ahead, advising those involved early of expectations and measuring progress on an agreed timetable is the basic approach to managing and minimizing risk.

Regular team meetings, interim meetings or meetings with other key actors, maintaining an open free exchange of views will identify the action and policy to be followed.

Risks	Risk level (H/M/L)	Mitigating measures
Delay in Master programme implementation	L	Monitoring will allow detecting this problem early on. The consortium leader shall mitigate with a better strategy engaging all the stakeholders and consortium members.
Students' poor adhesion/admission per country	H	A recruitment and admissions strategy will be set up in Year 1 of the programme, which should allow sufficient time for recruitment and admissions.
Sustainability compromised within the programme 2 nd edition	M	Since the kick off of the programme sustainability shall be a discussed as well as an a programme exit strategy to ensure future sustainability.
Job Placement are not offered by stakeholders/partners	M	Each university involved has a team that can help with sourcing and supporting new business partners. WP4 and WP5 leaders will consult with SMEs and associated partners to provide alternative options

XV. CONCLUSIONS AND RECOMENDATIONS

This is an open document that shall be discussed among leading entity consortium ISCTE, and its University partners and other stakeholders to ensure a better coordination and implementation of project activities, deliver outputs, in order to achieve the expected outcomes.

The approach we propose aims to assess before, during and after the project implementation; The evaluation activities imply a great involvement of the partner entities, so it is important that all should actively participate in the proposed activities;

We will socialize the collection instruments previously with the partners, so it will be important that everyone contributes with suggestions and recommendations so that they are adequate to the context and culture of the country;

The deadlines for collection are also very important so that the evaluation team has data in due time to analyze and report;

In the final phase of the project it is also very important that partners identify the actors to be involved in the final impact study of the project.